



2013 QUESTIONNAIRE FOR CANDIDATES FOR PUBLIC ADVOCATE

Citizens Union would appreciate your response to the following questions related to policy issues facing the City of New York that are of concern to Citizens Union and residents of the City. We plan to make public your responses to this questionnaire in our Voters Directory, on our website, and in other appropriate venues. Responses to these questions will be one of several factors Citizens Union will use to evaluate candidates who are running for office in order to determine our "Preferred Candidates" for the primary election and "Endorsed Candidates" for the general election.

If you seek our support, we would also need to schedule an interview with you as part of the evaluation process. We will not automatically schedule an interview with you if you return this questionnaire, as we prioritize competitive races and resources constrain us from evaluating all races. Please contact us if you wish to be interviewed. We thank you very much for your response.

Candidate Name: Catherine L. Guerriero Age: 43

Campaign Address: PO Box 20105, NY, NY 10014

Campaign Telephone Number: (347) 645-7060 (candidate's cell#)

Party Affiliation(s): Democratic Party

Campaign Manager Name: Mark Benoit

Website & Email: www.cathyguerriero.com, info@cathyguerriero.com

Education: Bachelor's Degree, Wagner College; MPA and Ph.D at NYU

Occupation/Employer (or years in currently held elected office): Senior Adjunct Professor, Teachers College (Columbia U.) and NYU

Previous Offices, Campaigns and Community/Civic Involvement: I've been involved behind the scenes in political campaigns for 20 years. In fact, one of my first "jobs" was interning at Governor Mario Cuomo's Office of the Ombudsman in Staten Island. I was Senior Policy Analyst in the NYC Office of the Comptroller. I was Director of Strategic Planning for the Archdiocese of NY, and Director of Government Relations at Catholic Charities. I was also Associate Director of the Papal Visit in 2008.

Are you willing to be interviewed by CU's Local Candidates Committee? YES

(Please note: Citizens Union can only grant its support to candidates we have interviewed. If you would like to be interviewed, please follow up with Citizens Union staff, as resources constrain us from interviewing every candidate.)

Have you completed requisite campaign finance filings? YES

Signature of Candidate: _____

Date: _____

CITIZENS UNION ISSUES

Please state your position on the following issues by indicating whether you support or oppose each, where applicable. Please also use the space provided below each question or on a separate sheet of paper to elaborate on your positions on the questions which require a detailed answer. You may also provide additional information on any actions that you have taken or plan to take to advance your positions on these issues.

<p>1. What is your position with respect to eliminating party primaries and establishing a non-partisan election system in which all candidates and all voters participate in the first round and the top two candidates advance to the second round?</p>	<p>Support/Oppose</p>
<p>2. What is your position on instituting Instant Runoff Voting for all citywide offices and for all special elections for city offices? (Int. No. 1066)</p>	<p>Support/Oppose</p>
<p>3. What is your position on requiring city agencies to report the number of applicants that they register to vote as required by current law (Int. No. 760)?</p>	<p>Support/Oppose</p>
<p>4. What is your position on modifying the City Charter to require that laws enacted by referendum only be changed through approval by the voters?</p>	<p>Support/Oppose</p>
<p>5. What is your position on establishing independent budgeting for:</p> <p>a. the borough presidents?</p>	<p>Support/Oppose</p>
<p>b. Conflicts of Interest Board?</p>	<p>Support/Oppose</p>
<p>c. the public advocate?</p>	<p>Support/Oppose</p>
<p>d. community boards?</p>	<p>Support/Oppose</p>
<p>6. What is your position on granting the office of the Public Advocate the ability to appoint one member to the following boards:</p>	

a. the Board of Standards and Appeals?	Support/Oppose
b. the Franchise and Concessions Review Commission?	Support/Oppose
c. the Conflicts of Interest Board? This is a big problem (from COIB’s website): “The Mayor, with the advice and consent of the City Council, appoints the Board's five members to staggered, six-year terms. “ So two people basically control who gets on that Board? Ridiculous!	Support/Oppose
7. What is your position on dissolving the Commission on Public Information and Communication and transferring its major duties to the office of the Public Advocate, giving greater responsibility for expanding public access to government data, information and reports? This is good in theory but the current OPA budget cannot support the extra staff and resources needed. If the OPA gets an independent budget and that budget is enhanced to reflect the serious nature of the mandate of the office, then I would be in total support of transferring those duties of the CPIC. In fact, this is something that my “Advocate Think Tank” research fellows could become involved in.	Support/Oppose

ISSUES OF CITYWIDE IMPORTANCE

8. How would you use the office of the Public Advocate to impact public policy to serve the broad public interest?

The “Advocate Think Tank” would be the ideal mechanism for this (see attached document).

9. What would be your most important legislative and non-legislative priorities as public advocate?

Mayoral Control/school governance; strengthening and empowering the charter mandated Ombuds feature; Adding teeth and muscle to the city services watchdog mandate.

10. What do you consider to be the three most important oversight functions of the Public Advocate?

To be a true, empowered and independent watchdog over city services; Full vote on NYCERS;
Full vote on Land Use Commission.

11. How best do you believe the office of the Public Advocate should be utilized? Do you believe the Public Advocate should address broad citywide issues or should be limited to oversight of specific issues?

First, empower the office by giving it that independent budget. The PA should not have to go to the mayor and then the speaker, hat in hand, begging for what amounts to be loose change in the overall city budget. The current budget process has a chilling effect on what the PA can and cannot do.

Good government can start at the Public Advocate's office. Focus the mandate on specific things, for as the office is small and even with an independent budget, it can't do all for everyone. The watchdog function, if followed through, is almost enough to justify the existence of the office. The Ombuds unit, where caseworkers log individual complaints and then work on those cases through to completion (unlike the 311 referral service), is a valuable component of the office, and frequently those cases have a common thread which points out emerging issues/problems, both local and city-wide. The Research Unit and Think Tank can then follow up on those emerging issues to produce studies that address cause/effect, and offer realistic solutions.

12. How would you publicize the Public Advocate's office and its role?

Given that Mayors Giuliani and Bloomberg cut the OPA's budget for purely political (and mostly petty) reasons, there never really were sufficient funds to do the necessary outreach to the citizens of NYC, so most still do not even know if the office exists, and if they do know, they are hard-pressed to form an opinion of it. Part of that is due to the three PA's different interpretation of the charter; part of that is due to the vagueness of the language describing the functions of the office in the city charter. Once the office has an independent budget, and when I am elected, the citizens of NYC will come to know the purpose and effectiveness of the Public Advocate – they will know this by the positive results this office will deliver.

There is the Fund for Public Advocacy, created by the first Public Advocate and carried through to the current PA, which is a funding mechanism (made necessary by the cuts to the

PA's budget). Rather than use it as a rainy day fund or for political self-promotion, perhaps a portion of those funds can be earmarked for use in public awareness programs designed to promote the purpose and mission of the office.

13. What would you propose the Department of Education do to increase the ability for parents and teachers to become more meaningfully involved in the education system? What other positive changes can be made to the New York City public school system?

Over the last twelve years, Mayoral control has stripped NYC parents from power and participation in their own children's school lives. I will be pursuing a change in law that transfers the majority vote on the PEP board from the Mayor to the community. The job of the Parent Coordinators needs to be strengthened and given "teeth" while the roles and value of the Parent Associations can be increased as well with a new focus by the next Mayor. The single most important player in the schools system is the parent. The Public Advocate - or at least this PA - can train the next Mayor's focus to the schools in these ways.

14. What discrepancies, if any, do you see between services promised to New Yorkers and services rendered? For those listed, please indicate your proposals for bringing policy closer to practice.

I see the role of the Public Advocate as part bully pulpit, part enforcer, and part promoter. It's no secret that those running for mayor (for example) will promise many things and once one of them is elected, she or he will immediately take two or more steps back from those campaign promises. It will be my job to hold their feet to the fire.

Again, if the Ombuds unit is fully staffed and funded, it can serve as an accurate barometer regarding problems related to delivery of services, from programs like Access-a-Ride to larger issues with NYC's infrastructure. Then other units in the PA's office can get involved (Research, Legal) to fully document those issues and offer solutions.

15. What would you propose to further enhance transparency of city government? How would you utilize the responsibilities of the Public Advocate with regard to access to public information in monitoring implementation of the city's Open Data Law?

Empower the Conflicts of Interest Board. Do a much better job of ridding oversight agencies of political cronies/influence peddlers. Truly reform campaign finance (tip of the hat to Citizens Union on this). Make the Public Advocate's office the most open and transparent in city government. Lead by example.

16. How would you leverage the office of Public Advocate to address any of the following issues, if not discussed in answering previous questions:

- a. Affordable Housing
 - b. Public Safety
 - c. Public Transportation
 - d. Health and the Environment
 - e. Economic Development
 - f. Education
1. Research and Policy units (utilizing the Advocate Think Tank) will concentrate on these core issues.
 2. Supplemental and "real person" examples will come from the Ombuds unit and will be folded into the research studies produced by the Office of the Public Advocate.
 3. Roll out the completed studies through media conferences, town hall meetings (working with CBOs) and other amplification methods so New Yorkers know that these studies actually exist and can actually point out problems and offer solutions.

Additional Comments:

CANDIDATE ACCOUNTABILITY QUESTIONNAIRE

As a candidate who presently does not hold elected office, CU is interested in knowing your top five campaign promises you are making to the voters during this campaign for this position.

If elected, Citizens Union will use these promises to evaluate your performance while in office, as well as, to evaluate your candidacy in the future.

We thank you very much for your response. Please feel free to use additional paper if the space provided is not sufficient.

TOP FIVE 2013 CAMPAIGN PROMISES

1. To be a true and vigorous watchdog over city services
2. To make the OPA the most open and transparent office in NYC government
3. To energetically focus on the education of our children
4. To reinforce and empower constituent Ombuds services
5. To work with community based organizations on shared concerns in order to empower them at the local level

THE ADVOCATE THINK TANK

The Office of the Public Advocate has seen its budget eviscerated over the last decade. Although the original budget wasn't sufficient for an office with such an important mission, the current budget of approximately \$2.1 million severely constricts the reach of the office and the ability of the Public Advocate to actually move an agenda forward and advocate substantively for the citizens of New York City. Thus, our city's next Public Advocate must be creative and thoughtful in maximizing resources even when those resources are meager.

Since July, Guerriero for Advocate has been outlining a proposal to do just that. Dr. Catherine Guerriero has considerable applicable experience in working in research, as well as managing research-based projects and graduate staff. Cathy Guerriero proposes to create - inside the Office of the Public Advocate - a veritable "think tank" that will utilize a team of research fellows and pro-bono graduate students from universities and colleges around the city, supervised by policy professionals on staff.

Webster's defines a think tank as "... an institute, corporation or group organized for interdisciplinary research." The Public Advocate's Office will retain talented graduate students through a set of specific collaborative agreements with university administrations around the city to work in one of three units in the think tank: the policy unit, the constituent services unit and the legal services unit. The symbiotic relationship between the universities and the Advocate Think Tank is clear: universities get to place a set of junior researchers in the Office of the Public Advocate to participate in and co-author quality research that will move and potentially shift the conversations in NYC government; the Public Advocate's office gets the quality work of scores of outstanding staff for very little resource allocation.

The Think Tank will produce quality, sophisticated research in three-month, six-month and 1-2 year snapshots that will begin in earnest in May, 2014 (for a summer slate of student work), and again in September, 2014, with smaller research projects beginning in January, 2014. It will produce both qualitative and quantitative studies. The students will work in shifts (15-20 hours a week), thus allowing for the maximization of space allocation and other physical resources. The layout of the office in the Municipal Building allows for a limited number of staff on the 15th Floor North. Therefore, Research Fellows will have to work in shifts: 9am to 1pm, 1pm to 5pm, etc. The PA also may still have an auxiliary space on the 10th floor South that was used during the Gotbaum tenure as a place for special projects. Dr. Guerriero will be asking for a tour of the facilities shortly.

A snapshot of the current detailed plans for Think Tank follows. A through-line to all these research projects will be how to fund services in tight economic times (i.e. state, federal grants, public-private collaborative, etc.)

- I. **Policy Unit**: 50 students (“Research Fellows”), PhD and some masters’ students, all graduate students. This unit will be run by a paid, senior researcher / director that will direct a set of concurrent, sophisticated studies.
 - A. *Education Studies*: 10 fellows to work on education / children's services
 - B. *Housing Studies*: 5 fellows to focus on issues of housing (NYCHA, affordable housing, green/environmental concerns)
 - C. *Homelessness*: 5 fellows to research the homelessness crisis in NYC
 - D. *Small Business Issues*: 5 fellows to research the complex concerns of this community (over-regulation, over-ticketing, access to adjudication, women and minority-owned business concerns, government contracting process, disaster recovery)
 - E. *Union Concerns*: 5 fellows (expedited bargaining process, cost-benefit assessment of union labor, pension concerns)
 - F. *Senior Issues*: 5 fellows (access to services, housing, and related issues)
 - G. *Disaster Response Issues*: 5 fellows (hurricane/blizzard preparedness, emergency response optimization, evacuation procedures, damage assessment and recovery)

H. Transportation Issues: 3 fellows (TLC, rails, buses, bike lanes, pedestrian walkways, traffic patterns, tolls)

I. Disability Issues: 2 fellows (access, programs, connection between services and access to community)

J. Miscellaneous Issues: 5 to 10 fellows to monitor other issues (reactive: issues that come to our attention through ombuds calls, borough days, community board meetings, etc.)

II. **Constituent Services/Ombuds Services**: This unit – consisting of 20 fellows - will mirror the former constituent services unit that has been a hallmark of the Public Advocate's office over the last two decades, but will be populated by graduate (and some undergraduate) students from schools of social work and similar disciplines throughout the city. This unit will be run by one (or two) paid, senior management staff that will facilitate the management of the ombudsman mission of the PA's office.

III. **Legal Services**: This unit will consist of 5-10 legal fellows from law schools around the city that will facilitate both a legal team of available staff to do legal ombudsman intake as well as work on additional research projects that highlight legal concerns of NYC and the important tool of lawsuits or potential lawsuits brought by the Office of the Public Advocate. This unit will be run by a senior legal expert, a paid member of the PA's staff.

Each of the Public Advocates has utilized interns in various units, but never has that practice been taken to a higher and more defined level. This is an idea and concept that will generate more work product specifically designed to help New York City taxpayers, without costing them more. While much thought and preliminary planning has already gone into The Advocate Think Tank concept - through the proactive vision of Dr. Cathy Guerriero - this is an ongoing process, with more details and proposals to follow this overview.